

Part 1: Formal Change Process

This Vice Chancellor Portfolio (herein referred to as the Portfolio) released a change management proposal on 6 November 2020 to support and respond to the ANU Recovery Plan for The Australian National University (ANU). The formal consultation period ran from 6 November 2020 to 20 November 2020. During this period, there was consultation undertaken and a level of understanding was expressed regarding the need for the proposed changes. A range of suggestions about alternate options were put forward for consideration.

This document, the Change Management Implementation Plan (herein referred to as the Implementation Plan), reiterates the key details of the proposal, outlines the consultation and amendments incorporated from the consultation, and details the implementation schedule.

Colleagues and stakeholders are thanked for their contributions and feedback. Feedback was received from Portfolio staff, colleagues from across the University and stakeholders external to the University. This reflected high levels of engagement and commitment to the delivery of programs and services from the Portfolio.

Background

The Vice-Chancellor and the Portfolio have responsibility for the leadership, governance and overall strategic direction of ANU. This is a particularly critical function during uncertain times, a pandemic and a global economic contraction, which changes the University's business model and operations, including recasting of the University's relationship with Australia and the Commonwealth government. The priorities for the Portfolio encompass leadership and effective governance of the institution, including through this period of uncertainty, and positioning ANU to emerge from the pandemic as a strong national resource for Australia.

The Portfolio currently includes two service divisions: the Office of the Vice-Chancellor (OVC) and the Corporate Governance and Risk Office (CGRO). The Office of the Chancellor operates out of Perth and is currently positioned within CGRO. It supports the work of the Chancellor, although those aspects of the Chancellor's work that are focused on governance are closely supported by CGRO.

OVC and CGRO are very broadly responsible for the University's management, governance and audit structures, business flow and overall leadership, as well as directly supporting the day-to-day work of the Vice-Chancellor and Chancellor, and the integrated work of the Senior Management Group, ANU Executive and Council.

This Implementation Plan outlines the challenges the Portfolio faces and how we must adapt to our new circumstances. It sets out specific details and information on the confirmed changes within the Portfolio as well as providing the guiding principles which will support the implementation of these change.

The confirmed changes will enable the Portfolio to emerge strongly from the current global pandemic, while ensuring the University's leadership and governance remains supported and engaged, and fully integrated with the critical functions of communications and government/Commonwealth relations.

Part 2: Overview of Consultation Process

Consultation Period

The consultation period for the Vice-Chancellor Change Management Proposal commenced on Friday 6 November and concluded on Friday 20 November 2020.

A copy of the Change Proposal was provided to all Portfolio staff via email and to the University community via the Recovery Plan website, for consideration and feedback. A copy was also provided to the National Tertiary Education Union (NTEU) for consideration and feedback.

The consultation process has invited and enabled feedback from across the University Community. There were meetings with the portfolio's staff to provide the opportunity to ask questions and discuss the Change Proposal in detail. Individual meetings and discussions were also offered and held with staff from across the Portfolio.

The consultations, ensuing discussions and feedback and comments received have been critical in the development of this Implementation Plan.

Overview of Feedback

The time and thought invested by Portfolio staff, other colleagues from across the University and the broader community in providing valuable feedback regarding the change proposal is acknowledged and appreciated.

During the consultation period, a total of 17 formal submissions were received from ANU stakeholders with eight (8) submissions specifically about the the VC Portfolio and a further nine (9) submissions regarding cross-over of roles and proposed changes for the VC Portfolio and the Global Engagement Portfolio. The feedback was provided on an individual and team/group/area basis and each submission was formally acknowledged as it was received.

All feedback was given serious and detailed consideration. There were a number of positive and highly applicable suggestions presented throughout the consultation period, along with some further information and clarification sought regarding the rationale behind the proposed changes and how certain elements of the proposed new structure or changes would be implemented to achieve the anticipated improvement and realignment of responsibilities and services.

The key themes of the feedback during the consultation period included (in no order of priority):

- Proposed team structure – including the leadership roles and combined vs separate teams
- Roles and responsibilities – including workload, resourcing, position titles, levels and consistency across teams, career pathways, development and succession, and notes on OVC workload
- Communications role in VC Portfolio – including appropriateness of its proposed reporting line and range of duties
- Suggestion of increased resourcing for CGRO specifically for policy work
- Corrections and Adjustments

Clarifications and Amendments

The responses received during the consultation period included queries which required clarification, and suggestions regarding the recommended changes. In response to this feedback and in consideration of the overarching strategic priorities of the proposed plan, the following clarifications, adjustments and amendments are provided in relation to the Vice Chancellor Portfolio Change Proposal:

1. Structure – there was feedback and commentary regarding structure of the VC Portfolio and how this will incorporate the ANU Communications and Engagement team and the Office of Commonwealth and Government Relations. These included specific concerns about the structure and workload of the OVC in the absence of the OVC Support Officer role. There was also feedback about the overlap with the Global Engagement Portfolio plan and concerns about the proposed creation of a separate communications role within the OVC. These suggestions and feedback were carefully considered and have been adopted and included in the implementation including:
 - Retention of the OVC Support Officer role but confirmation that, for budget reasons, it will be a part-time (0.6 FTE) role. This will enable support to be provided to all parts of the OVC including administrative and support services, and address the resourcing concerns raised with the proposed removal of the role.
 - Dedicated Executive Communications Adviser role supporting the Chancellor and VC will be embedded in the ANU Communications and Engagement team and responsive to the OVC.
 - Confirmation of need to expand the OVC Office Administrator role to work with the Chief of Staff and Vice-Chancellor to ensure activities across the Portfolio are coordinated across the Portfolio's teams.
 - Bring greater clarity to the roles of members of the OVC, with clearer assignment of tasks and broad responsibilities. Within this, the Office of the Chancellor will report to the Senior Adviser, OVC.
2. Roles and responsibilities - There was strong feedback about the need for clarification of roles and responsibilities within the VC Portfolio and the ongoing management of resourcing and workload. These suggestions and feedback were carefully considered and have been adopted and included in the implementation including:
 - Confirmation of responsibilities for Senior Advisor, OVC include leading and delivering certain projects relating to the VC's strategic agenda, overall management of VC briefings and communications, and engagement with the Chancellor and governance structures. Also includes overall responsibility for the expanded Administrator role, which will take on some coordination activities across the newly enlarged VC portfolio.

- Confirmation of responsibilities of Executive Officer, OVC including management of the business of SMG and coordination of its strategic responsibilities. Also, overall responsibility for key aspects of the VC's management of the University, including emails and correspondence, and the VC schedule and diary; relevant strategic projects and initiatives; overall responsibility for 'office management' functions for the portfolio including finance and HR.
 - Confirmation a review and refresh of position descriptions for all roles will be undertaken as part of implementation activities.
3. New Communications Role within the OVC – there was significant feedback about the proposed OVC Communications Adviser role during the consultation period for both the Vice Chancellor Portfolio and the Global Engagement Portfolio. The proposal for this to be a role reporting outside the Communications and Engagement team was not generally supported, and feedback indicated it would present a risk to delivery of integrated communications support required for the Vice Chancellor and the Chancellor.

These suggestions and feedback were carefully considered and have been adopted. The Executive Communications Adviser role will be a role embedded within the Communications and Engagement team but will work closely with the OVC and be responsive to the Chief of Staff and Director, OVC, and the Senior Adviser, OVC.

4. Support for increased resourcing for CGRO – there was feedback relating to increased resourcing within CGRO with a specific focus on policy work. This suggestion is acknowledged and while there are no changes to the organisational arrangements for CGRO within this Implementation Plan, this suggestion can be explored by the Director, CGRO in consultation with the Vice-Chancellor and Chancellor.
5. Consultation and information provided – further information was sought regarding the consultation process and suggestions were made regarding the finalisation of the VC Portfolio plan – specifically that it should be aligned with the Global Engagement Plan. The rationale for this was the overlap between Portfolio activities and the move of the Communications and Engagement Team and Commonwealth and Government Relations teams into the VC Portfolio. This was acknowledged, but it was not possible to harmonise release of the Plans, as this plan was not finalised until the new organisational arrangements for the Communications and Engagement Team and Commonwealth and Government Relations teams were confirmed. However, targeted activities and processes will be implemented to develop strong and constructive team dynamics with the expanded VC's Portfolio, with a focus on collaborative working culture and practices, and the agreement of shared objectives.
6. Corrections and Adjustments
Feedback included questions and observations about information considered incorrect in the Managing Change Proposal. This feedback has all been reviewed and the corrections include:
- Minor corrections relating to individual circumstances, including corrections to reporting lines, classifications and current position titles.
 - Resolve inconsistencies between reporting lines and details outlined in narrative and those depicted in organisational charts.

Part 3: Drivers for Change

The University must continue to meet its unique national responsibilities and deliver the current ANU Strategic Plan and the forthcoming *ANU 2025* strategy, through renewal of those responsibilities and playing our part in improving Australia's future. The way ANU is led, governed and managed, and the way our leaders interact with the world, is fundamental to the University's recovery.

The Portfolio helps delivery of the strategic priorities of the University through the support and leadership it provides to ANU and its senior management, its governance structures and functions, the University's business flow and its assurance and audit functions.

The Portfolio's operating context will continue to evolve, and the Portfolio will continue to need to adapt. Through 2020, the impact of the COVID-19 pandemic on the University's revenue and operating model has led to changes in the way the University is managed, including decision-making and business flow, as well as

revisions to governance structures and parameters. A challenge through the pandemic has been ensuring an effective flow of communication between the Vice-Chancellor (VC) and the University, as well as creating strong mechanisms for the University to work with the Commonwealth and political stakeholders in uncertain times. The VC and Chancellor, as the University's most visible spokespeople, communicators, and engagement points with government and external stakeholders, have needed to find (with their teams of staff) optimal means of representing ANU, advocating for the University, and describing the challenges facing our organisation in these uncertain times.

It is essential that the management and leadership of the University should in future be fully aligned with the strategic communications and government and Commonwealth engagement functions. This will be achieved by creating a single group, reporting to the Vice-Chancellor with delegated coordination from the Chief of Staff and Director OVC, that manages these functions within the VC's Portfolio. This will involve the movement of the Communications and Engagement Division and the Commonwealth and Government Relations Division into the VC's Portfolio in January 2021, as outlined in the Global Engagement Portfolio's Plan. Further synergies will be created with the Chancellor's Office's reporting line remaining within the portfolio but being transferred from CGRO to the OVC to better align the function of the Chancellor's Office to the function of the OVC.

These changes will support and ensure our communications and Commonwealth/government relations are intrinsically aligned to the work and objectives of the VC and the Chancellor.

In proposing to move the Office of the Chancellor to the OVC, it will ensure that the necessary arms-length nature of the governance functions managed by CGRO are disaggregated from the strategic advice and support provided by the Office of the Chancellor, which is more closely aligned in role and function to the work of the OVC.

These new organisational arrangements will assist the Portfolio in supporting the University objectives in the ANU Recovery Plan and within the Expenditure Control Framework.

Office of the Vice Chancellor

The OVC is a critical junction for strategic decision-making, business flow, engagement and communications across the span of the University. It supports the VC in discharging his responsibilities as President of the ANU, and in all his interactions as leader of the University. It provides broader support to and engagement with members of the Senior Management Group and elsewhere in the University and community. These responsibilities, particularly in relation to business flow and decision-making, communications and political stakeholder engagement, have grown significantly in 2020. In addition, a much more frequent cycle of meetings with senior colleagues and the intersection of current and new ANU Strategic Plans has placed additional pressure on the OVC.

The OVC is led by the Chief of Staff and Director OVC (DOVC), who has overall responsibility for the Office and all its functions and is the VC's primary adviser and representative. The OVC also includes an Adviser, who has carriage of planning activities, provides strategic advice and leads projects; an Executive Officer, who has a range of strategic and project responsibilities while managing business flow and SMG, and the VC's day-to-day preparedness; an Executive Assistant, managing the VC's calendar and commitments; an Executive Planning Officer, who delivers and advises on strategic planning activities; an Executive Project Officer, who provides support and advice to the VC and DOVC on strategic projects; and an OVC Support Officer, helping all members of the Office and visitors to the OVC.

Through the budget circumstances and challenges throughout 2020, the Office has not filled positions which have become vacant through departures and long-term leave arrangements and has supported reduction of hours for some staff. This has resulted in vacancies equivalent to 2.2 FTE during 2020. As the circumstances and challenges faced by the University are expected to continue, and the levels of activity and workload of the OVC are likely to remain at current levels, consideration to the allocation of responsibilities across roles is required. Some roles are certain to expand in responsibilities in response to the changing shape of the Portfolio and to meet the requirements and expectations of the VC and DOVC. Consequently, all roles within the OVC will be reviewed and refreshed to provide additional clarity on responsibilities and key priorities within the Office to support and ensure that the Office can continue to perform strongly and function effectively in support of the VC, the Senior Management Group and the University. A position of Executive Communications Adviser will be created to support and advise the VC, Chancellor and the DOVC on communications, events and briefings, taking broad responsibility for ensuring the quality of all aspects of VC and Chancellor communications. This role will be embedded in the Communications and Engagement Team but will be funded by, and collaborate and

work closely with, the OVC through a 'dotted line' relationship to the Senior Adviser within OVC, the Chief of Staff and the Vice-Chancellor.

The Global Engagement Portfolio Implementation Plan released on 10 December 2020 has confirmed the creation of a Communications and Engagement Team and an Office of Commonwealth and Government Relations. The confirmed changes include organisational arrangements to support these teams working more closely with the Vice-Chancellor. These changes will involve integration of these essential functions within the OVC and support and strengthen the collaboration and smooth interactions between all these critical and related teams operating within a single Portfolio. This will create additional coordination responsibilities for the portfolio leadership, which this Plan addresses.

Office of the Chancellor

The Office of the Chancellor includes two (part-time) positions – Senior Adviser and Executive Officer – which support the work of the Chancellor, the Hon. Julie Bishop. The Office is currently part of CGRO and works closely with the OVC. The functions of the Office of the Chancellor are similar to the functions of the OVC, including business flow, communications, engagement and briefing of the Chancellor – with the support for the Chancellor's role in governance structures expertly provided by CGRO. The new organisational arrangements will include the Chancellor's Office becoming part of OVC, with CGRO continuing to support the Chancellor with all elements of her role as Chair of the ANU Council, with overall responsibility for the University's governance.

Corporate Governance and Risk Office

The Corporate Governance and Risk Office (CGRO) is responsible for coordinating the governance and assurance functions of the University, principally through advice and support to the Council, Council Committees, and Academic Board and its committees. Due to the role CGRO plays, it is essential that this Office functions to some extent 'at arms length' from the management of the University, represented by the VC and the OVC, but with close affinity and engagement. CGRO manages the governance frameworks of ANU which cover legislation, policy and delegations of authority, and support and provide secretariat and procedural advice to the Chancellor and Council / Committee members as they exercise their governance responsibilities. CGRO is responsible for implementing the University's Entity-wide Risk Management Framework and managing the University's internal and external audit programs. There are no proposed changes to the structure of CGRO.

Part 4: The Nature of the Change

Summary of changes

- Reclassification and direct transfer of two (2) professional staff positions
- Direct transfer of seven (7) professional staff positions;
- Disestablishment of one (1) (VACANT) position
- Changes may also include a change in reporting or supervisory lines for some staff and positions; a change in work practices for some staff; and/or a change in conditions, including change that would be likely to lead to changed responsibility levels.

Summary of Staff Position Changes –

Directly transferred positions within the proposed structure:

The following positions will be directly transferred into the new structure and some are proposed to be reclassified and/or undergo a change of title. For those proposed to be reclassified, this is to recognise the increased responsibilities and the depth, breadth and expertise required of the role since its establishment and the confirmed ongoing requirements of the role.

All of the positions proposed to be directly transferred will have a position description refresh should the changes be confirmed. This will enable the positions to be updated and aligned with the requirements of the proposed new structure and ensure roles are focussed to optimise the delivery of services and requirements within the Vice Chancellor Portfolio and to the University.

Table 1: Directly transferred positions within the proposed structure

Current Position Title	New Position Title	Number of positions
Chief of Staff and Director	Chief of Staff and Director	1
Adviser, OVC, Senior Manager 1	Senior Adviser, OVC, Senior Manager 2	1
Executive Officer, OVC, Senior Manager 1	Executive Officer, OVC, Senior Manager 1	1
Executive Planning Officer, ANUO6/7	Office Manager, VC Portfolio	1
Executive Assistant to VC, ANUO6/7	Executive Assistant to VC, ANUO6/7	1
Office Administrator (ANUO5)	Projects and Administration Officer – VC Portfolio, ANU O6/7	1
OVC Support Officer (ANU O5)	OVC Administration and Support Officer (ANU O5)	1
Senior Adviser to the Chancellor, SM1 (Currently within CGRO)	Senior Adviser to the Chancellor, SM1	1
Executive Officer to the Chancellor, ANUO6/7 (Currently within CGRO)	Executive Officer to the Chancellor, ANUO6/7	1
TOTAL		9

Reclassified Positions

The following positions are to be reclassified, consistent with an increase and change in the ongoing responsibilities and requirements of the roles within the new structure:

- (1) 1 x Adviser, OVC, (Senior Manager 1) to Senior Adviser, OVC (Senior Manager 2): under the new organisational arrangements, this role will include an increase in scope, covering key aspects of the VC's strategic agenda; taking overall responsibility for the OVC's interactions with VC communications and briefings; also, engagement with the Chancellor and supervision of the Chancellor's Office, and broad responsibility for relations with the governance structures. The position will be responsible for supervising a team including the OVC Portfolio Planning and Project Officer and the Office of the Chancellor.
- (2) 1 x OVC Administrator (ANU Officer 5) to OVC Executive Projects and Administration Officer (ANU Officer 6/7): under the new organisational arrangements, this role will include an increase in scope, becoming responsible for planning and coordination across the expanded VC Portfolio, and working closely with the Chief of Staff to action and execute key strategic and operational projects. They will be a key point of coordination for the Communications & Engagement, Office of Commonwealth and Government Relations, and CGRO teams with the Office of the Vice-Chancellor, as well as advising and representing the Chief of Staff and the Senior Adviser.

Disestablished positions within the proposed structure

It is proposed the following position will be disestablished as they are no longer required or their duties have been or will be ceased or distributed elsewhere within the proposed new structure.

Provost - 1 position (VACANT) - This role is currently vacant and it is proposed this will not be filled and the role will be disestablished. The work associated with this position has been permanently reduced and distributed to other existing positions within the Portfolio.

Part 5: Staffing Principles

The transition to the new Vice Chancellor Portfolio organisational arrangements would be via the following steps and staffing principles.

The objective of this plan is to enable the University to work with individual staff members, and representatives, to ensure timely and effective consultation on the implementation of the changes.

In accordance with Clause 67 of the *ANU Enterprise Agreement 2017-2021* (ANU Enterprise Agreement), any staff reductions within the Portfolio will be managed and achieved through the following principles:

- natural attrition;
- permanent transfer;
- redeployment;
- voluntary conversion to part-time work;
- Fixed term pre-retirement agreements; or
- Voluntary separation.

PROFESSIONAL STAFF: STAFFING PRINCIPLES

The following principles will apply in determining professional staff position changes:

Phase 1 – Management of Staff Requests

Consult with all affected staff for all possible options, in accordance with clauses 67 and 68 of the ANU Enterprise Agreement

Phase 2 – Recruitment and Appointment Process

Finalise position descriptions for positions. Reclassification and Recruitment for positions will commence once position descriptions have been reviewed and approved by the University Staffing Committee.

Once position descriptions are finalised, direct transfers will be confirmed where possible and staff identified to have a change in position title, description or supervisor will be provided with revised position descriptions and written notification of any supervision changes.

Phase 3 - Notification of Disestablishment of Positions & Redeployment

Affected staff will be advised in accordance with subclauses 56.5 and 68.19-68.20 of the ANU Enterprise Agreement that their substantive position is surplus to requirements. The formal redeployment processes under clauses 56.7 to 56.13 of the ANU Enterprise Agreement will apply.

Staff whose positions have been identified as surplus will be formally advised in writing. Action will be taken to identify suitable alternate positions for such staff - or the staff member may seek approval for an early separation. In such a case, they will be paid the balance of the 12 week redeployment period.

In accordance with clause 56.8 of the ANU Enterprise Agreement, a suitable alternative position means a position which has substantially the same duties, classification level and career standing as the redundant position and for which the staff member currently possesses the skills and experience (or could reasonably be expected to develop the required skills within a limited period) to satisfactorily perform the duties of the position.

If the process of identifying suitable positions results in more than one staff member being interested in the position then a selection process will be undertaken for the role based on a standard appointment process. The assessment will be against the selection criteria for the role. The selection process will be that applicable to a standard appointment process with a formal selection panel formed and assessments made against the position selection criteria.

In accordance with the ANU Enterprise Agreement the staff member that best meets the selection criteria for the position, or could be expected to meet the selection criteria with appropriate training within a reasonable timeframe, will be appointed to the position.

Phase 4 - Notice of Termination Due to Redundancy

Following the 12 week redeployment period, where the staff member cannot be redeployed, in accordance with clause 56.14 of the ANU Enterprise Agreement the University will notify the affected staff member(s) in writing that their position is to be declared redundant and his or her employment may be terminated; the reason for the redundancy; and the time line for this action.

This notification advice will also provide the staff member with at least six weeks' formal notice in accordance with clause 56.15 of the ANU Enterprise Agreement that their employment is to be terminated due to redundancy from a specified date. At the discretion of the University, payment in lieu of notice may be provided. The following termination payments will apply to professional staff whose positions are made redundant:

- A redundancy payment of three weeks' salary for each year of service with a minimum payment of five weeks' pay and maximum of 64 weeks' pay; and
- Payment of accrued annual leave and long service leave.

Part 6: The University's Commitment

Status:

Following the release of the formal change management proposal and the conclusion of the formal consultation period on 20 November 2020, the ANU has prepared this Change Implementation Plan for workplace change within the Vice Chancellor Portfolio required as part of and in response to the ANU Recovery Plan 2020 and to support business driven change. It is foreseeable that the impact of this proposal will involve:

It is foreseeable that the impact of this proposal will involve

- The reclassification and direct transfer of two (2) professional staff positions
- The direct transfer of seven (7) professional staff position;
- The disestablishment of one (1) academic/senior executive position (VACANT); and
- Changes may also include a change in reporting or supervisory lines for some staff and positions; a change in work practices for some staff; reorganisation of teams, and/or a change in conditions, including change that would be likely to lead to changed responsibility levels.

Notification:

The University has prepared this document for your information and it is being circulated to:

- Vice Chancellor Portfolio staff;
- ANU Senior Management Group;
- College Deans, Academic and Research Directors, Service Division Directors, General Managers and School Managers;
- Available on the ANU Recovery website [here](#)
- Nominated staff representatives including the NTEU;
- Other relevant stakeholders as required.

Representation:

Throughout this process staff members may be represented, and seek advice or assistance at any time from a person of their choice as outlined in the ANU Staff Representation Procedure which may be accessed via this link http://policies.anu.edu.au/procedures/staff_representation_procedure/procedure

Staff may not request representation by a legal practitioner unless they are directly involved in a formal disciplinary or termination of employment processes.

Part 7: Consultation

The ANU has set out the below timetable to meet and confer with the staff members concerned (and their chosen representatives). ANU endeavours to reach agreement about the implementation of change and to work consultatively with people affected by change.

Feedback may be submitted at org.change@anu.edu.au

Alternatively please contact one of the nominated members of staff identified in the contacts table below.

Date	Details of Consultation Process
Friday 6 November 2020	Meeting with affected staff within Vice Chancellor Portfolio Release of proposal to Vice Chancellor Portfolio staff Release of the Proposal to the University Community Consultation Period Commences

Date	Details of Consultation Process
Week commencing 9 November 2020	Vice Chancellor Portfolio team briefing
Friday 20 November 2020	Close of Consultation period
Friday 6 November – 10 December 2020	Collation of feedback from Consultation and preparation of Implementation Plan
18 December 2020	Publication of Implementation Plan
18 -23 December 2020	Feedback on Implementation Plan
From 11 January 2021	Commencement of Implementation for new Organisational arrangements

Contacts:

This change management process will be led by Chris Price, Chief of Staff and Director, Office of the Vice-Chancellor in consultation with the Human Resources Division.

Name	Position	Contact details
Chris Price	Chief of Staff and Director, Office of the Vice Chancellor	Director.ovc@anu.edu.au (02) 6125 1523
Belinda Farrelly	Associate Director, Organisational Change	org.change@anu.edu.au Belinda.Farrelly@anu.edu.au (02) 6125 3012

Support for Staff:

Staff seeking additional support or advice should contact:

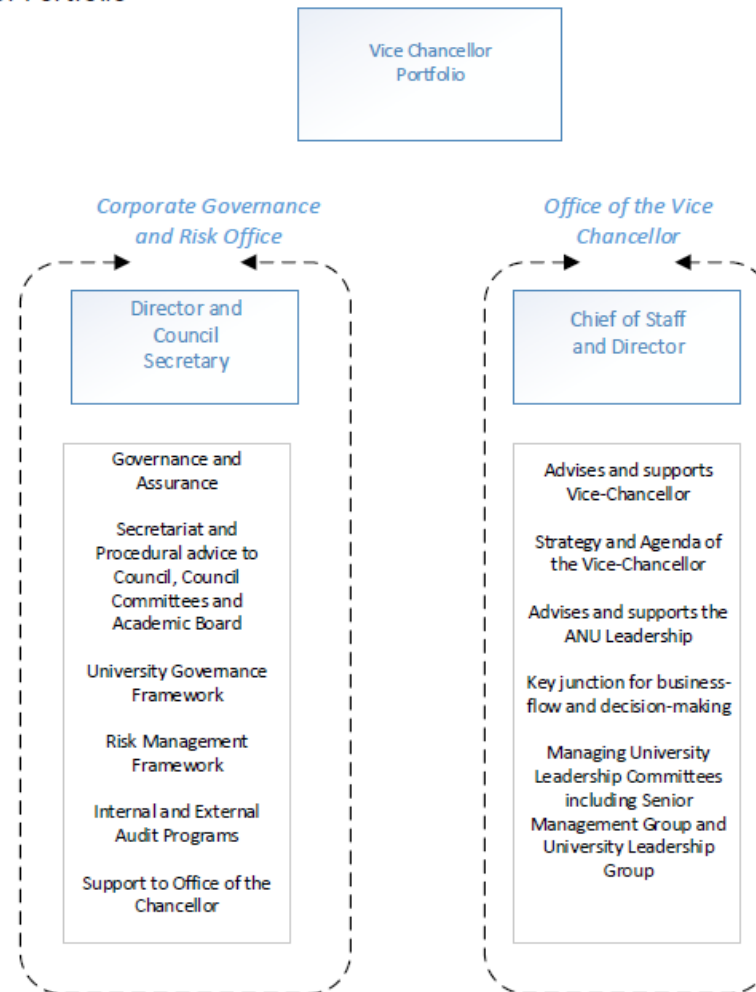
Name	Position	Contact details
Gail Frank Dr Maaria Haque	Adviser to Staff Adviser to Staff	(02) 6125 3616 (02) 6125 8283 staff.adviser@anu.edu.au
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100

Appendices

- Appendix 1: Current functional structure: Vice Chancellor Portfolio
- Appendix 2: New functional structure: Vice Chancellor Portfolio
- Appendix 3: Current structure: Office of the Vice Chancellor
- Appendix 4: New structure: Office of the Vice-Chancellor

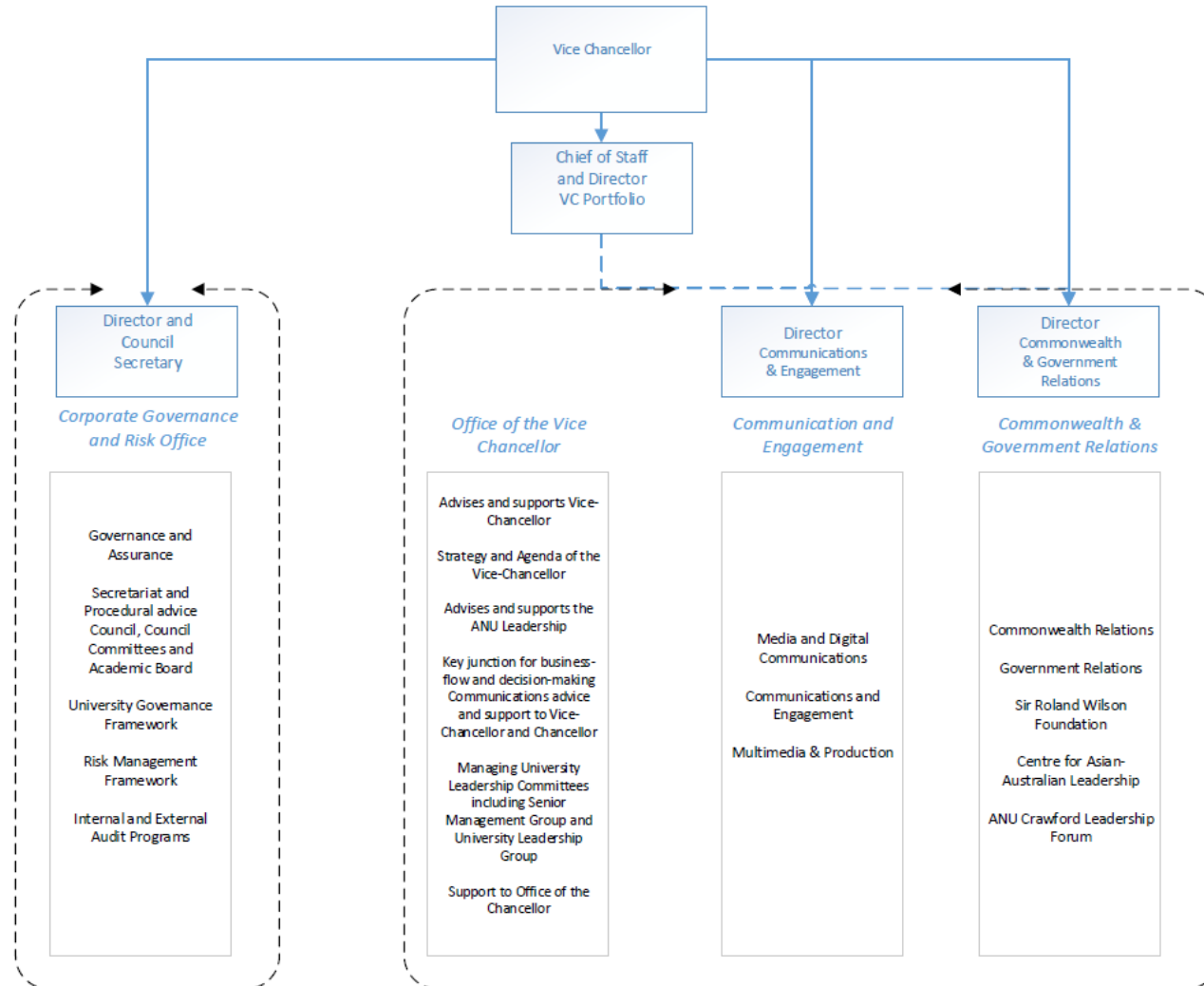
Appendix 1: Current functional structure – Vice Chancellor Portfolio

Current Structure – Vice-Chancellor Portfolio



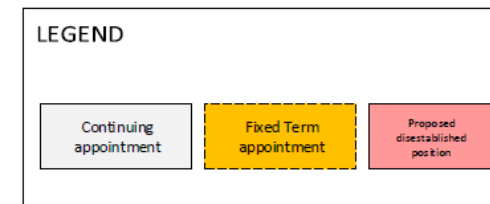
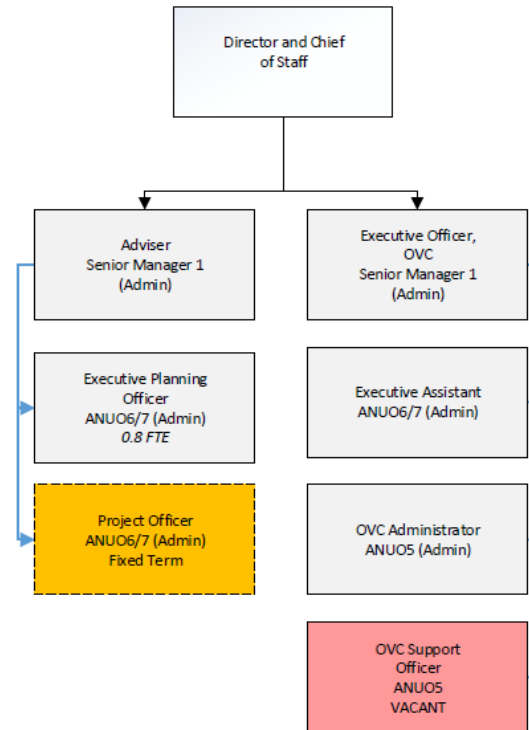
Appendix 2: New functional structure – Vice-Chancellor Portfolio

New Structure – Vice-Chancellor Portfolio



Appendix 3: Current Structure – Office of the Vice Chancellor

Current structure – Office of the Vice-Chancellor



Appendix 4: New Structure – Office of the Vice Chancellor

New structure – Office of the Vice-Chancellor

